

80-2182/1

29 September 1980

MEMORANDUM FOR: Deputy Director for National Foreign Assessment  
FROM : Deputy Director of Central Intelligence  
SUBJECT : Inspector General's Report--Office of Central  
Reference

I have reviewed the Inspector General's Report on the Office of  
Central Reference. Please provide me a progress report on actions taken  
on the Report's twelve suggestions by 31 December.

[Redacted Signature Box]

25X1

Frank C. Carlucci

DCI w/report  
cc: IG w/o report  
ES w/o report

Attachment:  
IG Report--OCR (Vol. I & II)

25X1

SA/DDCI/[Redacted] lsh

Distribution:

Original - DDNFA

1 - IG

1 - ES

1 - ER

25X1

1 - EXCOM Staff [Redacted]

1 - SA/DDCI/VP [Redacted]

*file - 10 - please  
note 31 the date*

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EXCOM Staff

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

IG's Rept on Office  
of Central Rep.  
17 of attached  
in file  
action complete

Report due from DD/NFA

SEE MEMO  
to DD/NFA  
from DD CI  
dated 29 Sept.

ER 80-2182/1

I didn't have  
opportunity to read  
this IA report.

those suggestions,  
however, seem appropriate  
& are aimed at problems  
that have been endemic  
in OCR for many years.

They seem to  
have taken a fair crack  
at addressing the  
suggestions OCR is  
an organization whose  
management has been  
stable and whose  
problem set is unlikely  
to change much.

I'd send this  
on to IA w/out any  
comments.

25X1

ILLEGIB

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

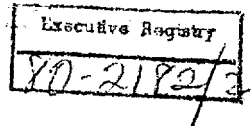
SECRET

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

NFAC 7970-80

NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505



Director

11 DEC 1980

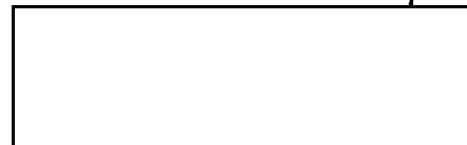
MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Office of the Inspector General's Inspection Report  
Office of Central Reference of the National Foreign  
Assessment Center

REFERENCE : Your memo, same subject, dated 29 September 1980

1. The Inspector General's Inspection Report of the Office of Central Reference, NFAC, dated September 1980, contained only one recommendation: "That D/NFAC report to the DDCI by 31 December 1980 on the actions taken in regard to the suggestions contained in this report."


2. Per the referent, I am forwarding a progress report on the actions taken to date by the Office of Central Reference on the report's twelve suggestions.



25X1

Bruce C. Clarke, Jr.

Attachment:  
a/s

DERIVATIVE CL BY  25X1  
☐ DECL ☐ REVW ON Sept 2000  
DERIVED FROM 3d(3)

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

SECRET

**SECRET**

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

Actions Taken on Inspector General Suggestions in his Report  
on the Office of Central Reference

Suggestion

- (1) OCR should be more active in publicizing its services, in print and in person, to ensure that its customers know about and can make full use of its resources.

Actions Taken

- (a) Are in the process of producing with OCO assistance a videotape on OCR services; completed tape due from OCO on 30 Jan 80.
- (b) Have given nearly 550 briefings on OCR services in the past year to Agency personnel, new EODs, mid-careerists, developmental trainees, etc. Most of the briefings consisted of oral presentations and tours.
- (c) Have updated the Headquarters notice on external data bases available in OCR; the notice is now being published.
- (d) Are in the process of reissuing updated versions of Agency-wide bulletins that explain in detail OCR services.
- (e) Chaired an NFAC-wide task team responsible for publishing the "NFAC Analysts' Guide to Information Resources," which was published in October 1980. The Guide discusses OCR information resources as well as the information resources of other NFAC and Agency offices.

Suggestion

- (2) OCR should re-examine its production priorities, planning process, and allocation of resources in ISG.

Actions Taken

- (a) Formed in August 1980 an internal ISG working group on research production to review ISG production and planning processes and to recommend changes; the recommendations of that working group currently are under review by C/ISG.
- (b) Conducted a separate review of the Soviet directory series; as a result, some Soviet directories will have reduced levels of coverage starting in 1981.

Suggestion

- (3) OCR analysts might best contribute to studies of broader intelligence interest by integrating their work with that of other NFAC offices rather than producing topical research papers in OCR.

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

**SECRET**

**SECRET**

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

Actions Taken

- (a) Have not implemented this suggestion because a review of OCR production indicated a clear value in independent OCR production. The topical research papers produced by OCR are well received and covered priority areas of interest to the Community.
- (b) Have participated heavily in the NFAC production planning process in an effort to better integrate OCR efforts into NFAC priorities. OCR analysts are currently participating in the defining of joint building block research on NFAC priority issues.

Suggestion

- (4) OCR needs to initiate a more aggressive consumer relations program with the emphasis on direct personal contact between OCR managers and their principal consumers at the White House (i.e., National Security Council Staff) and at the Departments of the Treasury, State, and Commerce as well as DIA and NSA.
- (5) OCR managers at all levels should be more aggressive in seeking feedback and taking the initiative in personal contacts with consumers.

Actions Taken

- (a) Have included these responsibilities specifically in the advance work plans of all division and branch chiefs in the Information Services Group.
- (b) Since 15 August 1980 have made personal contact for the purpose of obtaining feedback with at least one person in each major external customer component.
- (c) Since 15 August 1980 OCR managers have made more than 80 contacts with internal and external customers that included NFAC offices, NIOs, DDO, DoD, Treasury, State, NSA, Commerce, etc.
- (d) Conducted a survey of a wide cross section of primary users in the Washington area and selective Foreign Service posts on OCR's biographic products.

Suggestion

- (6) D/OCR should ensure that data requirements for the MIS are reduced to the minimum necessary to provide information for determining trends, formulating budgets, and reallocating resources.

Actions Taken

- (a) Have moved the responsibility for MIS management and data input to line elements; the system is now considerably more responsive and timely.

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

**SECRET**



**SECRET**

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

- (b) Have initiated a complete review of all MIS functions and data requirements and manual record keeping; recommendations are due 15 December 1980.

Suggestion

- (7) D/OCR should ensure that branch and division chiefs are made to understand and shoulder responsibility for quality control of their products.

Actions Taken

- (a) Have included this responsibility in the advance work plans of all division and branch chiefs in the Information Services Group and in the division chief AWP's in the Document Services Group.
- (b) Are including this responsibility in the revised position descriptions for division and branch chiefs in the Information Services Group; revised position descriptions are due for completion early in 1981.
- (c) Have stressed this point in group meetings between D/OCR and division and branch chiefs; D/OCR and Chief, Information Services Group and Chief, Document Services Group have stressed the point in individual meetings with division and branch chiefs.

Suggestion

- (8) More attention is needed to career planning and development and to various forms of recognition for a job well done.

Actions Taken

- (a) Have completed a comprehensive revision of the developmental profiles for each occupational grouping in OCR.
- (b) Have prepared a detailed clerical progression chart as an aid to supervisors in counselling clerical employees on career opportunities within OCR.
- (c) Have included career development as a consideration in filling vacant positions; have made a number of selections based primarily on career development.
- (d) Have begun to publish information about all commendations received by OCR individuals or units in the twice-weekly staff notes that are circulated throughout OCR; have also published information about unusual individual or unit accomplishments.
- (e) Have encouraged the sending of letters of appreciation to employees throughout the office and have directed division and branch chiefs to use Special Achievement Awards and QSIs as a means of recognizing excellent performance.

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

**SECRET**

**SECRET**

- (f) Issued an OCR Instruction requiring that all OCR supervisors must be rated as a specific duty on their PAR in their performance in evaluating and counseling employees.
- (g) Have eliminated the practice of separate clerical and professional conferences at STC and substituted OCR-wide conferences of employees representing all functional groups and grades.

Suggestion

- (9) OCR Managers should work with PMCD to develop career tracks for clerical employees. It should also develop an alternative to the management track for the advancement of professional employees whose greatest contributions can be made in the substantive rather than the managerial area.

Actions Taken

- (a) Have compiled a career development chart for clerical employees.
- (b) Have initiated a PMCD review of one category of clerical positions and requested upgradings of those positions to develop a more successful ratio from the current one of 78 GS-05 positions and only 44 GS-06 positions.
- (c) Have attempted to make analysts aware that they can remain outside the managerial track through GS-13; other than that have taken no action because higher graded analyst positions do not appear valid in OCR.

Suggestion

- (10) In view of the importance and complexity of information handling issues, we urge D/OCR to reconsider his decision to assign responsibility in these matters to a single ADP coordinator.

Actions Taken

- (a) Have had the ADP coordinator (a senior GS-15 OCR ADP manager) in effect only since August 1980; it is too early to judge the effectiveness of this as a one-person operation.
- (b) Have formed an ADP Applications Group, which is composed of five senior OCR managers to assist the ADP coordinator on a part-time basis in planning and developing OCR ADP applications.
- (c) Will review the decision on the size of this ADP coordinator's staff, along with a review of the entire operation, in August 1981.

**SECRET**

**SECRET**

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

Suggestion

- (11) Information handling projects in OCR should be reviewed by external consultants who are experts in the field and who can provide D/OCR with objective, informed advice.

Actions Taken

- (a) Have charged the ADP coordinator with the responsibility for obtaining and supervising external ADP consultants.
- (b) Have compiled a list of prospective consultants; expect to submit requests to Office of Logistics in January 1981 to hire the first of these consultants. These consultants will be asked to review selected OCR ADP systems - ADSTAR, Library Automation - and planned projects - BIOSTAR, Film Library Automation, Library Circulation.

Suggestion

- (12) D/OCR should have environmental problems throughout the Office catalogued and described by category and location as a first step toward attempting to resolve these difficulties through discussion with the Director of Logistics.

Actions Taken

- (a) Have conducted a comprehensive survey of all OCR environmental problems including those concerning temperature, ventilation, fumigation and dust.
- (b) Have submitted the list of findings in a memorandum sent directly to the Director of Logistics with recommendations for solutions.
- (c) Have initiated frequent unannounced walk-throughs through OCR spaces by D and DD/OCR to check periodically all environmental problems.
- (d) Have submitted a list of outstanding safety-related work orders to the Director of Logistics and requested his assistance in resolving.

Approved For Release 2003/04/23 : CIA-RDP86B00269R001100060009-4

**SECRET**